

CONFLICT CHANGE

UNIVERSITY OF MINNESOTA

1991 ANNUAL REPORT



CONFLICT AND CHANGE CENTER

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April 1992

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I. MISSIONS AND GOALS

The mission of the Conflict and Change Center is to build knowledge about the origin, process, and management of disputes and conflict, and to better understand their relationships to social change. This requires a multi-disciplinary approach to theory and practice, and interaction with parties throughout the community. Specifically, the Center's goals are:

To stimulate learning through research and teaching about the prevention and management of social conflict and the associated processes by which society resolves disputes.

To disseminate information about social conflict and change through interaction with the practice, policy and research communities.

To increase cooperation among the University, public and private sectors.

To provide services which promote the understanding and use of dispute resolution and conflict management procedures through local, national, and international efforts.



The Center sponsors conferences, workshops, seminars, and training sessions to promote conflict management theory and practice.

The Conflict and Change Center pursues its goals through the following programs and services:

- a seed grant program, aimed at stimulating and expanding research in the areas of conflict and change;
- sponsoring conferences on organizational conflict and change;
- publication of a newsletter, entitled *Conflict and Change PROCESS*;
- a research colloquium series;
- sponsoring Conflict Analysis Roundtables (CARTs) to address specific theoretical and practical issues;
- a Program on Organizational Conflict Management;
- a conflict analysis service;
- stimulation and provision of instruction; and
- networking.

Each of these will be described more fully in the following sections.

II. PROGRAMS AND SERVICES

SEED GRANT PROGRAM

To stimulate theory-building, the Conflict and Change Center awards seed grants to University scholars to support research on issues of conflict and change. The grants are awarded in periodic University-wide competitions. Thirteen new awards were made in 1991, bringing the total to fifty. The awards average approximately \$3,200 each. These typically result in an article for a professional journal, a paper for presentation in the Conflict and Change Center's research colloquium series, or part of a book. They frequently lay the groundwork for larger-scale external funding for further research. Recipients and their topics, grouped according to research area, include:

Group Dynamics

- JOHN BEATTY, Department of Ecology and Behavioral Biology (1989). A study of the motivations and mechanisms of the containment of controversy among scientists in organized public settings, sometimes resulting in a facade of consensus. Beatty focuses on a case study of the issue of radiation and its effects on genetics.
- GEOFFREY MARUYAMA and RENEE PETERSEN, Department of Educational Psychology (1990). An integration of two bodies of literature within social psychology, the first on minority and majority influence, and the second on use of a controversy structure within cooperative learning groups. A pilot study of students in a large undergraduate course provides the empirical grounding for the project.
- RICHARD SAAVEDRA, Strategic Management and Organization (1990, 1991). This study examines the relationship between intragroup conflict and effective problem-solving by focusing on the opposition in groups between minority and majority factions, and the bargaining and attempts at mutual influence that take place between them.

**Richard Saavedra, Strategic
Management and Organization.**



Corporate, Nonprofit, and Labor Relations

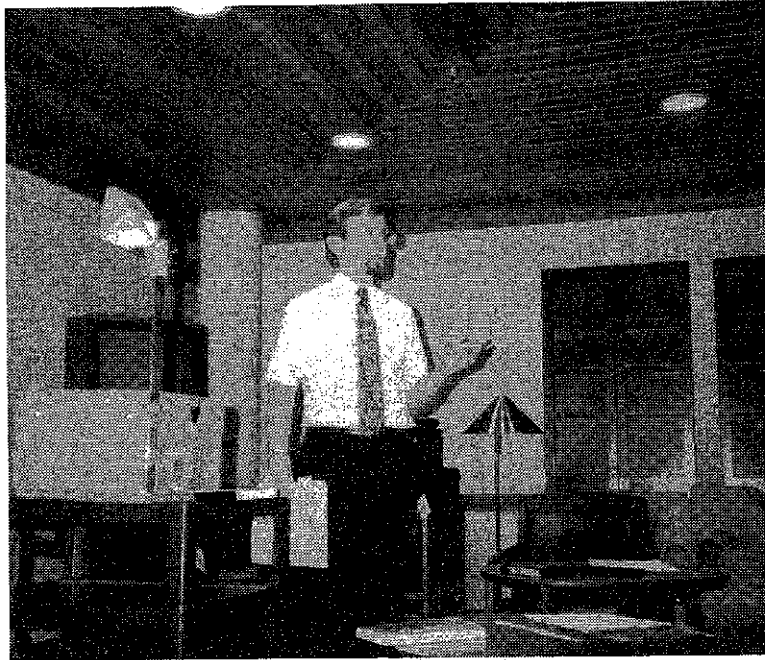
- **AVNER BEN-NER**, Industrial Relations Center (1990). Development of a theoretical framework for analyzing cooperation, conflict and control in organizations in relation to organizational structure, production technologies, and organizational environment.
- **MARIO BOGNANNO**, Department of Industrial Relations (1988). A study of union-management conflict, specifically the successes and failures of conflict resolution in the Hormel-P9 confrontation in Austin, Minnesota.
- **DAVID COOPERMAN**, Department of Sociology (1988). How do hierarchical patterns of corporate organization and inter-corporate conflict affect each other? Cooperman attempts to model this interaction by focusing on the recent wave of corporate mergers and takeovers in the United States and United Kingdom and comparing these to recent developments in Sweden.

- **JOSEPH GALASKIEWICZ**, Department of Sociology (1988). An examination of the effects of changes in funding patterns of nonprofit organizations on internal conflict and organizational response. Galaskiewicz looks at the relationship between resource base, strategy and conflict within an organization.
- **MORRIS KLEINER**, Hubert H. Humphrey Institute of Public Affairs (1990). An examination of the effects of unions on firm profitability and survival.

Mediation, Negotiation and Decision Systems

- **GERARDINE DESANCTIS**, Department of Management, and **SCOTT POOLE**, Department of Speech Communication (1986). Support for the development of a proposal for a major grant to undertake: a) an investigation of the impacts of computer support of mediation and conflict management, and b) development of software to support mediation and conflict management. The same proposal was also instrumental in securing a large National Science Foundation grant focused on management decision making.
- **KAREN IRVIN** and **JAMES MADDOCK**, Department of Family Social Science (1991). A research project to identify patterns of interaction in the divorce mediation process and investigate some of the key variables contributing to balanced negotiations, especially power, control and gender.
- **DAVID W. JOHNSON**, Department of Educational Psychology, and **ROGER T. JOHNSON**, Department of Curriculum and Instruction (1989, 1990, 1991). A study of the impact of a peer mediation program, developed and applied by Johnson and Johnson, within elementary schools.
- **ROBERT LEIK**, Department of Sociology (1986). The importance of timing in negotiation. Leik attempts to build a theoretical and mathematical model of a strategy of timing in multiple-problem, multiple-actor, and power-dependence networks.
- **BRIAN MCCALL**, Department of Industrial Relations (1988). A study of the impact of interest arbitration on incentives of bargaining parties to reach negotiated settlement, given a context of compulsory arbitration legislation covering public employees who cannot strike.

**Mark Umbreit, chair of the
U.S. Association for
Victim-Offender Mediation.**



- **SCOTT POOLE**, Department of Speech Communication, and **GERARDINE DESANCTIS**, Department of Management (1988). An investigation of the impact of computerized group decision support systems (GDSSs) on group decision processes and outcomes. An attempt is made to identify different adaptive moves and strategies of group members that coincide with or supplement existing typologies of conflict moves or strategies.
- **RICHARD SYKES**, Department of Speech Communication (1986). A study of negotiation in hostage-taking situations. It attempts to lay the groundwork for developing strategies of negotiation in hostage negotiations.
- **MARK UMBREIT**, School of Social Work (1986, 1991). The first funded a study of the meanings of fairness to crime victims who have participated in mediation between victim and offender. Umbreit set it within experiments to apply mediation as a technique for determination of the disposition and sentence for offenders. A second seed grant funded a cross-national study of restorative justice theory and practice.
- **JOEL WEINSHEIMER**, Department of English, and **NANCY KOBRIN**, Department of Humanistic Studies (1986). This seed grant provided funds in support of a conference entitled "Law: Discourse, Power, and Practice," which focused on discourse as the medium of conflict.

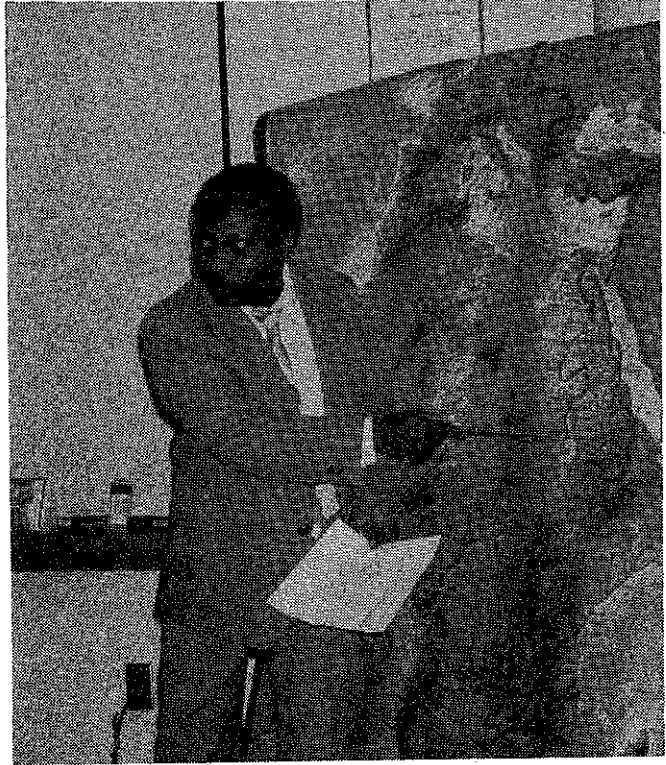
Policy

- JEFF BROADBENT, Departments of East Asian Studies and Sociology (1988). Community conflict over environmental policy and practice in Japan.
- PAUL ELLEFSON, Department of Forest Resources (1986). A review of literature which addresses means of resolving conflicting demands made for the use of natural resources, especially forests. Ellefson gives special attention to literature describing types of conflict resolving techniques that have been used in the past for forestry issues, and on literature describing new techniques being developed in other fields.
- LUTHER GERLACH, Department of Anthropology (1986, 1990). An examination of the problems of preventing and/or adapting to human-induced greenhouse effects and climate change as a problem in the evolution of cooperation and the management of conflict across traditional territorial, generational and sociocultural borders. Gerlach also received a second seed grant to study how participants in a controversy extend a controversy beyond its initial narrow definition to include questions of cultural meaning and social responsibility; how this extension affects resolution of the initial controversy; and how extension affects other problem issues and generates sociocultural change. He focuses on the case study of an expanding forest products industry in Minnesota.
- IDO OREN, Department of Political Science (1991). A study of the relationship between arms-racing and international conflict.
- GLENN PEDERSON, Department of Agricultural and Applied Economics (1991). This project examines the basis for conflicts between groups within Poland and Hungary associated with privatization in agriculture and the role of financial policy innovations in ameliorating those conflicts.
- CHARLES WALCOTT, Department of Political Science (1986). An application of a theory of organizational governance to the evolution of policy-making and conflict-resolving structures within the staff organization of the American presidency. Walcott attempts to move beyond atomistic treatments of organizational politics and incorporate the element of structure, and also beyond characterizations of organizations as control systems oriented toward achieving efficiency.

Cultural and Intercultural Conflict

- **MOHAMMED ALI**, Institute of International Studies (1991). An attempt to build theory regarding conflict and conflict management systems which fit inter-ethnic conflict in multi-ethnic politics of Northeast Africa.
- **JIM BROWN** and **KARIN TOMERVIK**, Department of Vocational and Technical Education (1991). The purpose of this research is to define cultural diversity in organizations as a construct, and formulate a conceptual framework that describes the developmental stage process an organization passes through as it changes to accommodate cultural differences in the work force.
- **KAREN ANNETTE FRANZ**, School of Journalism and Mass Communication (1989). An exploration of the possibilities and constraints in the representation of a conflict in western media by studying the strategies used by three Minneapolis television stations in their coverage of the 1989 opening of the Berlin Wall.
- **CHRISTOPHER KROGH** and **KATHIE CULHANE-PERA**, Department of Family Practice and Community Health (1989). An attempt at understanding sources of conflict between Hmong patients and Twin Cities health care providers, and developing action plans for addressing those sources of conflict.
- **JUNE LOUIN-TAPP**, Institute of Child Development (1991). A cross-cultural, developmental, and intergenerational study of socialization for compliance, competence, and compassion.
- **MARK MATTERN**, Department of Political Science (1990). A study of political conflict enacted through cultural practices, focusing on the New Song Movement originating in Santiago, Chile.
- **PHYLLIS MESSENGER**, Institute of International Studies (1989). A study of the response of museums to changing rules about cultural heritage issues by applying models of conflict resolution. Specifically, this is a study of museum negotiations related to demands for restitution of cultural property.
- **FRANK C. MILLER**, Department of Anthropology (1989). A field study of religious conflict in a highland Mayan community in southern Mexico. Miller studies the social conflict engendered by changing religious loyalties as Protestantism makes inroads into a Latin America once dominated almost exclusively by Roman Catholicism.

Mohammed Ali, Institute of International Studies.



- **KATHRYN MILUN**, Department of Comparative Literature (1990). A study of a cultural conflict regarding American Indians in North Dakota and their attempts to repatriate Indian skeletons, held in storage by the North Dakota Historical Society, for reburial.
- **RONALD STEINER**, Department of Political Science (1989). An attempt to lay a new foundation for the resolution of conflict between American Indians and the United States government by providing a new historical and logical justification for the canons of construction used by North American courts in litigation involving Indians. Steiner's aim is to provide a means of resolving this conflict based more on an empowering process of negotiation and less on litigation.



Amy Sheldon's research reveals gender differences in preschoolers' language.

Interpersonal and Family Conflict and Violence

- **WALTER H. BERA**, Department of Family Social Science (1990). Development of a victim-sensitive offender therapy model for application in the treatment of conflict in family and sexual abuse.
- **JEFFREY EDLESON and EINAT PELED**, School of Social Work (1991). This research aims to define the level and extent of criminal justice systems advocacy for battered women in North America, and assess the extent to which the process of systems advocacy decreases violent conflict within families and leaves victims satisfied with the outcome.
- **SALMAN ELBEDOUR**, Department of Psychology (1991). A study of the effects on children of the Arab-Israeli conflict.
- **CONSTANCE FABUNMI**, Family Social Science Department (1991). Fabunmi explores in this research the impact on families of Nicaraguan soldiers in which family members fought on different sides of the 1980s civil war in Nicaragua.

- MUHAMMAD HAJ-YAHIA, School of Social Work (1990). A study of domestic violence in the Arab-Palestinian society in Israel. Haj-Yahia studies processes of power related to conceptions of marital conflicts, and to attitudes toward wife abuse and battering among engaged adults in the Arab-Palestinian society in Israel.

Gender-related

- BARBARA NELSON, Hubert H. Humphrey Institute of Public Affairs, and SARA EVANS, Department of History (1986). Nelson and Evans explore the theoretical ground gained by conceptualizing ad hoc comparable worth committees as conflict resolution arenas.
- AMY SHELDON, Department of Linguistics (1989). Do some types of language promote constructive conflict, and other types of language promote destructive conflict? This study, funded twice by the Center, looks at the differences in speech styles in boys and girls and how these affect verbal disputes in same-sex conversations.

Norms, Attitudes, and Ideologies

- SUSAN BICKFORD, Department of Political Science (1991). An attempt to make contemporary democratic theory more sensitive to the centrality of conflict in democratic politics, engendered by inequality and different identities.
- ALAN GROSS, Department of Rhetoric (1991). A comparative study of the cold fusion controversy and a standard case of professional peer review to yield knowledge about the resolution of professional conflicts, the difference between professional and public norms, and the process of knowledge formation.
- GUILLERMINA JASSO, Department of Sociology (1986). An investigation of the emergence, severity, and resolution of conflicts surrounding issues of distributive justice. Specifically, Jasso considers the effects on social behavior of population size, level, and inequality in the distribution of material resources, and the extent to which actors value material goods and personal endowments.

- SAMUEL KRISLOV, Department of Political Science (1986). A study of the evolution of major social and political norms independent of government and of legal decisions. Krislov attempts to arrive at a typology and description of the evolution of these norms, the implicit bargaining associated with them, and the role they play in preserving pluralism.
- JOHN SULLIVAN and DIANE DUFFY, Department of Political Science, and LEONARD POLAKIEWICZ, Department of Russian and East European Studies (1990). This study examines the roots of conflict as articulated through nationalistic and patriotic themes. It looks at how different ethnic, religious and ideological cleavages in Poland may reflect different conceptual orientations to citizenship which produce tension and conflict.

CONFERENCES ON ORGANIZATIONAL CONFLICT AND CHANGE

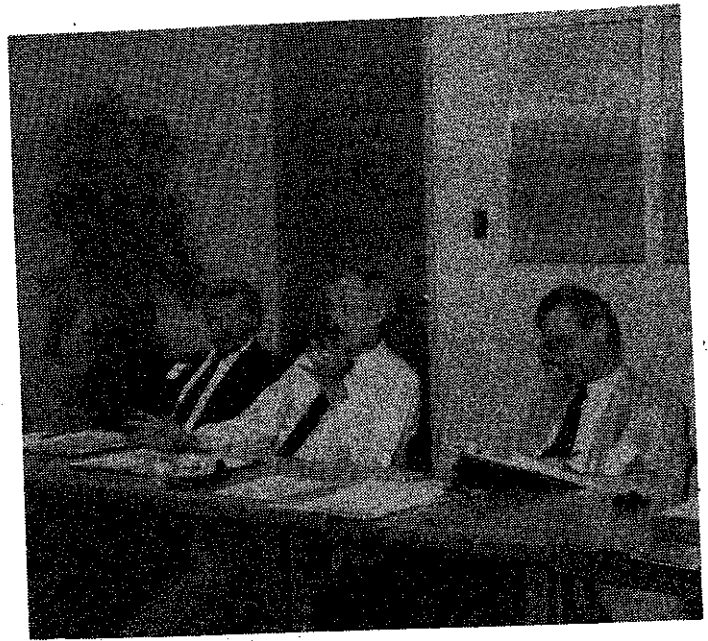
The Conflict and Change Center sponsors conferences on organizational conflict and change. Academics and practitioners working with the issues of conflict and change, as well as representatives from a variety of organizations with an interest in conflict and change, attend from all over the United States and Canada. The conferences are opportunities for stimulating, thoughtful reflection on key theoretical and practical issues in the field of organizational conflict and change.

The first conference, entitled "Theory and Practice: Making the Connection," was held in October of 1988. Approximately 120 participants addressed ways to better integrate the theory and practice of conflict management.

The second conference, held on May 4 and 5, 1990, was entitled "Integrating Conflict Management into Planned Organizational Change." It brought together a similar number of theorists, practitioners and representatives from academic, business, government, and nonprofit organizations to discuss ways that organizational conflict can be anticipated and used effectively and productively.

For a copy of either conference summary, call or write the Center.

The Center will host its third conference in June 1992: the annual conference of the International Association of Conflict Management.



NEWSLETTER

The Conflict and Change Center publishes a quarterly newsletter, entitled *Conflict and Change PROCESS*. The newsletter addresses both theoretical and practical concerns, and reports on a variety of matters related to conflict and change. It includes articles of substantive concern, interviews with theorists and practitioners of conflict and change, descriptions of ongoing or completed research, information about events and trends within the local, national, and international conflict management communities, and reports of the Center's activities.

PROCESS also serves as a vehicle for communication with the Center's University and greater community. The Center often receives responses from readers reacting to specific articles and ideas, indicating that the newsletter reaches a large and diverse audience. *PROCESS* articles are sometimes re-published by other organizations. For example, the U.S. Mennonite Central Committee includes a reprint of a *PROCESS* article on "victim-sensitive offender therapy" in its resource manual on sexual abuse.

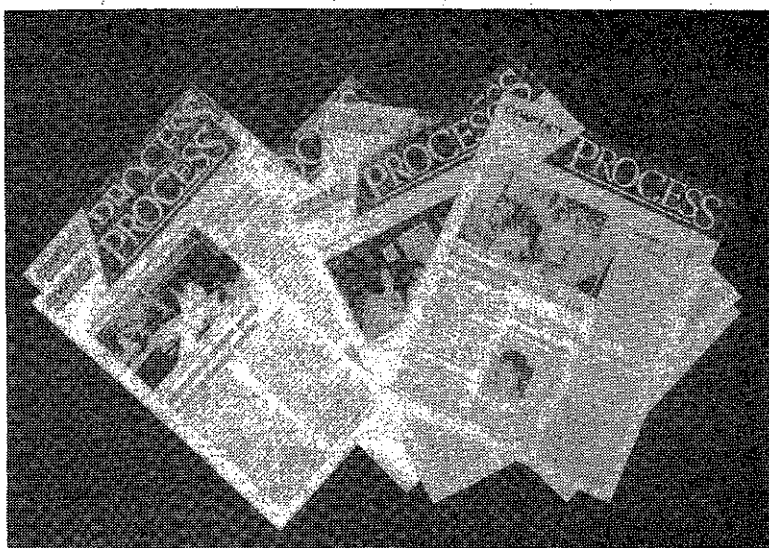
In 1991, *PROCESS* emphasized three substantive areas in particular: victim-offender reconciliation programs (Spring 1991); culture, conflict and change (Summer 1991); and conflict management and social justice (Fall 1991).

A sampling of past years' issues gives a flavor for the variety of topics addressed in *Conflict and Change PROCESS*:

- ARTICLES on farm credit mediation and social justice (Fall 1991); conflict between Hmong people and Western medicine (Summer 1991); mediation and battering (Spring 1991); gendered conflict talk in pre-schoolers

(November 1990); peer mediation in elementary schools (July 1990); adolescent conflict (July 1989 issue); and labor union response to the alternative dispute resolution movement (May 1989).

- **INTERVIEWS** with Arthur Himmelman, President of The Himmelman Consulting Group, on Himmelman's approach to collaborative problem-solving (Fall 1991); with Larry Smith, Director of Human Resources for Honeywell Corporation's Minneapolis operations, on Honeywell's conflict management program (April 1990); and with Michael Landrum, President, and Margret Polski, Vice President of Americord, a private organization providing dispute resolution services, on mediation of commercial disputes (March 1988).
- **PRESENTATION OF RESEARCH** conducted in the areas of conflict over American Indian treaty rights (Summer 1991); Polish patriotism (Summer 1991); comparable worth implementation in Minnesota (November 1990); farmer-lender mediation (May 1988), divorce mediation in Ramsey County (December 1988), and the perceptions people hold about the role of conflict in everyday life (December 1988).
- **Ongoing REPORTS** of the Conflict and Change Center's activities, programs, and services.
- **DESCRIPTIONS AND INFORMATION** about other organizations involved in the theory and practice of conflict and change.



**Conflict and Change
PROCESS** is distributed quarterly to 2,300 individuals and groups in the United States and abroad.

RESEARCH COLLOQUIUM SERIES

In 1991, the Conflict and Change Center continued its Research Colloquium Series as a University-wide and community effort to consider theory-building and policy making concerned with conflict and change. The series provides a means for dissemination of research findings by Center seed grant recipients, and a forum for discussion and debate about "cutting edge" issues in the field of conflict and change.

The 1991-1992 Series included the following researchers and topics:

- | | |
|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| October 9, 1991 | Luther Gerlach, Lisa Brandt and Jessica Morgan, Department of Anthropology, "Negotiating Ecological Interdependence Through Societal Debate: Case Study Forests" |
| November 6 | Richard Saavedra, Strategic Management and Organization, "Engendering Conflict: Experiences of Agents of Social Influence" |
| December 3 | Diane Duffy and John Sullivan, Department of Political Science, and Leonard Polakiewicz, Institute of Languages and Literature, "Conceptualization of Patriotism in Poland: Insights on Conflict and Change in the Country" |
| January 22, 1992 | Avner Ben-Ner, Industrial Relations Center, "Cooperation, Conflict, and Control in Organizations" |
| February 12 | Mohammed Ali, Institute for International Studies, "Ethnic Conflicts and Power Dynamics in Northeast Africa" |
| March 2 | Joseph Galaskiewicz, Department of Sociology, "Growth, Decline and the 'Quality of Life' Within Not-for-Profit Organizations" |
| April 8 | Salman Elbedour, Department of Educational Psychology, "Arab-Israeli Conflict and Its Effect on Children" |
| May 6 | Morris Kleiner, Hubert H. Humphrey Institute of Public Affairs, "Unions and Firm Solvency" |

The series is open to the public and free of charge. Call or write the Center for more information.



The Center's Research Colloquium Series helps provoke debate around cutting-edge research on conflict and change.



CARTs bring theorists and practitioners of conflict management together for lively discussions of topics of immediate interest to the Center and its community.

CONFLICT ANALYSIS ROUNDTABLE (CART)

The Center regularly convenes, or helps convene, Conflict Analysis Roundtables (CARTs) to address topics of immediate interest to the Center and its community. Some of these meet only once, and some meet regularly over a period of time.

For example, the Center invited local conflict researchers and practitioners to review a film on "Women in Negotiation." The reviewers were given an opportunity to increase their awareness of this issue in their research and practice, while the Center benefitted from the collective knowledge of the group.

Also, in cooperation with Walter Bera, a seed grant recipient from the University of Minnesota's Department of Social Work, the Center convened a CART on the issue of victim-offender mediation. The group, composed of researchers and practitioners from the University and Twin Cities area who are interested in this issue, met several times in 1991.

PROGRAM ON ORGANIZATIONAL CONFLICT MANAGEMENT

Consistent with its commitment to both theory and practice, the Conflict and Change Center initiated during the 1988-1989 academic year a Program on Organizational Conflict Management. The intent was, and is, to build into the large and complex organizational structure of the University of Minnesota a sensitivity to processes of conflict and change, and an ability to respond effectively and positively to these processes. This demonstration project has three components: Negotiation Training, the University Mediation Program, and Unit Consultation Service for Conflict Management. (Each of these components is described below.)

Negotiation Training

Beginning in November, 1988, the Conflict and Change Center has offered monthly day-long negotiation training sessions at two levels of skill development. Level I Negotiation Training offers basic negotiation theory and an opportunity to develop negotiation skills appropriate and useful to University administrators and supervisors. Level II Negotiation Training offers a continuation and refinement of skill development begun in Level I. At both levels of training an emphasis is placed on individual and small-group interactive learning opportunities.

Negotiation training stresses practical experience.



In 1990, 280 staff and faculty participated in Level I sessions, representing over 120 departments and the four coordinate campuses of the University. Slightly over one-third of the participants were faculty. During the same period, 55 faculty and staff took part in Level II sessions. In 1991, 70 more faculty and staff took part in the monthly training, bringing the total to 350. The fall-off in numbers for 1991 is due to two realities. First, it appears that the Center has exhausted its initial pool of aware and motivated staff and faculty who independently will avail themselves of the training. Second, the Center has more frequently been asked to conduct departmental or unit-specific training sessions. These "private" sessions satisfy much of the demand for training.

There appears to be three positive outcomes evident from these training sessions. First, the evaluation as well as anecdotal evidence signals that participants are actively using the negotiation and problem solving skills highlighted in the sessions. On an intra-organizational level, those in negotiation relationships with other units in the University actively seek out other negotiation session "alumni" in other units with whom inter-organizational negotiations take place. Third, a majority of the mediations we are requested to do come as a referral from past negotiation training participants. Virtually all of our unit consultations come from initial contact with the Center's negotiation training. In sum, negotiation training has proven to be a primary stimulus for further integration of conflict management opportunities within the University.

University Mediation Program (UMP)

The purpose of the Conflict and Change Center's University Mediation Program (UMP) is to create and develop a high quality, voluntary, internally-maintained mediation service that is available to all University personnel, departments, and organizations. To achieve this end, the Conflict and Change Center trained sixteen volunteers in 1988 to serve as neutral third-party mediators to assist in resolving disputes within the University. These sixteen volunteer mediators participated in forty hours of mediation training presented by the Center geared specifically to the University environment. Mediations subsequently began in April of 1989. In order to maintain and develop their skills, the volunteer mediators meet monthly to review processes and outcomes of current mediations.

The demand for this service is increasing. Several of the original mediators have moved or taken on increased responsibilities. The culmination of these factors signaled the need to train another class of mediators. Fourteen new candidates were chosen to begin forty hours of training in early 1992.



UMP mediators, left to right: Frank Miller, Bob Silvagni, Tom Fiutak, Marcea Mariani, Clarence Carter, Bernie Melby, and Phil Larson. Not pictured: Melody Paulling, Carol Ostrow, Jack Miller, Harriett Haynes, John Malmberg, Kate Maple, Anna Wooten, and Vickie Berg.

Interpersonal Mediations: In the twenty-one months from April, 1989, to December, 1990 the UMP opened thirty-three mediation case files spanning thirty University departments and organizations. In the twelve months of 1991, twenty-three cases were opened. This constitutes an increase of 28 percent in the rate of mediations per month. A variety of disputes have been mediated, including disputes among faculty, department heads and deans; between two or more supervisors; among consumers and business and student services, supervisors and employees; among students, faculty, or academic departments; between deans and faculty; and among parties in the formal academic grievance system. In all, eleven (47 percent) of the cases dealt with academic departments, and twelve (53 percent) with administrative units.

During 1991, twenty-three mediation cases were opened, with fifteen reaching mediation. Over the thirty-two months in which the mediation service has been available, thirty-nine of the fifty-six (70 percent) opened cases were mediated.

The University Mediation Program continues to serve a definite need within the University structure. Access to competent, internal, neutral third-party mediators facilitates the resolution of cross-unit disputes which do not fit within the formal structure of the University system. It also serves as an alternative cooperative arena for disputing within the formal structure.

Intra-Organizational Mediation: Three opportunities existed in 1991 for continued intra-organizational mediation. The most significant outcome of one of these was the ending of a two-year process among four faculty. The result was an agreed-upon structure and process for the creation of a controversial academic program within a long-established department.

It seems apparent that this style of mediated dispute will continue to be requested as a natural development of our primary mediation and consultative interactions. In order to expand our resources in preparation for this need, additional training will be provided to those UMP mediators who are willing and capable to carry on such a function.

Unit Consultation Services for Conflict Management

The Conflict and Change Center offers a conflict management consultation service to University of Minnesota departments and organizations. The purpose of this service is to provide in-depth analysis and assessment of organizational conflict within a University department or organization, and assist the department or

organization in managing this conflict through prescription and application of conflict management techniques.

During 1991, the Conflict and Change Center continued its work with five University departments and began consulting with one other. This brings to six departments (five academic, one administrative) over the past three years that have requested this in-depth consulting.

In this third component of the Program on Organizational Conflict Management, the Conflict and Change Center offers confidential consulting for University units undergoing acknowledged organizational conflict. The Center only goes where invited. The service is provided for the sole purpose of the client department's self-analysis. Therefore, the extent of the services provided and the ownership of generated data and analysis resides solely within the department. The length of interaction between the Center and the various departments has ranged from six months to more than a year. The requisite confidentiality does not allow for their listing or description.

CONFLICT ANALYSIS SERVICE

The Conflict and Change Center offers a conflict analysis service to supplement its unit consultation service. Whereas the unit consultation service addresses systemic and long term conflict and change issues, the conflict analysis service provides short term analysis and advising in conflict and change issues to individuals and groups. This service includes analysis of a conflictual situation, analysis of possible negotiating strategies, coaching for negotiation, assistance in generation of ideas related to an issue of conflict, and preparation of a negotiation strategy.

The primary intent of the Conflict and Change Center in offering this conflict analysis service remains, as it does for the demonstration project described above, to increase understanding of conflict and change issues. The value of this practical service is considerable in itself, and promotes the Center's primary mission of research and education.

International Systems

In June, 1991, Associate Director Tom Fiutak met with government officials in Warsaw, Poland. An initial copy of an English draft of the new Polish Constitution was made available for review and comment with the Constitutional Review

Committee and its staff. In October, 1991, Dr. Fiutak participated in the Czechoslovakian Conference for Sustainable Development in Lipno, Czechoslovakia. This ongoing role of designing conflict management systems integral to environmentally sensitive policy construction will continue. In 1992, subsequent meetings will be held in Hungary and Bulgaria. As in the past, this involvement is funded by the Rockefeller Brother Fund, the Ford Foundation, the Rockefeller Family Association, and the University of Minnesota.

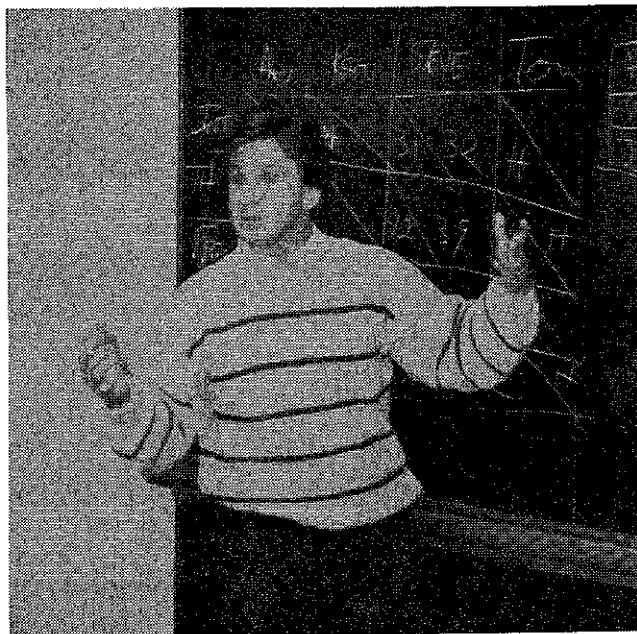
University Systems

Three academic, three administrative, and one student organization made use of the Center's conflict analysis service in 1991. Over the last three years, there have been a total of fifteen academic, eight administrative, and three student organizations that have used the service. Primarily, these groups approach the Center seeking an external review of options by which a particular negotiation could be carried out or dispute resolved. The Center's role was not to engage the actual disputants, but to assist one side in approaching the negotiation table.

INSTRUCTION

As an outgrowth of the general research and organizational conflict programs within the Center, an increasing number of opportunities have arisen for teaching and training. This has been the case both for formal courses and for specific training of groups and units within the University. For the second year, thirteen hours of conflict management instruction were provided for the Legislative Staff Management Institute—sponsored by the Hubert H. Humphrey Institute of Public Affairs of the University of Minnesota in July, 1991. Conflict management was also continued in the Management of Technology Program as coordinated by the Center for the Development of Technological Leadership, University of Minnesota. Lectures were given in the Curtis L. Carlson School of Management, College of Pharmacy, Department of Agronomy and Plant Genetics, the Humphrey Institute, and the University of Minnesota's Compleat Scholar Program, offered through Continuing Education and Extension. The first graduate level course on "Conflict Management Theory and Practice" was accepted to be taught through the Humphrey Institute in Winter 1992. Dr. Fiutak also teaches conflict management in orientation sessions for new department heads.

Tom Flutak, Associate Director of the Conflict and Change Center and Adjunct Professor of the Hubert H. Humphrey Institute of Public Affairs.



NETWORKING

The growth of interest in conflict within our social systems and the strategies for its management have created a rapid rise in organizations, associations, and service groups engaged in theory building and practical application. The Conflict and Change Center is part of this growing community of practitioners and scholars.

Beyond the University of Minnesota, these associations have included an expanded role in the International Association of Conflict Management. The 1992 Conference will be hosted by the Conflict and Change Center following the 1991 Conference in the Netherlands. Also, Tom Flutak presented a workshop on "Mediating Faculty and Staff Disputes," at the second Annual Conference for Campus Mediation Programs at Waterloo University, Ontario, Canada in May of 1991.

Other continuing points of community contact for the Center include the Mediation Center of St. Paul and Minneapolis, St. Paul's Dispute Resolution Center, the Minneapolis Citizens' Council, and the Minnesota Society of Professionals in Dispute Resolution. The Center assists and collaborates within this vital community through the provision of training and program support where appropriate.

III. PLANS FOR 1992

The Conflict and Change Center will be continuing in 1992 its course of expanded research and practice in conflict management. The Center's progress through this year will be measured against two benchmarks: curriculum development and institutionalization.

CURRICULUM

There have been ongoing expressions within the University of a need for formal studies in conflict management. In the coming year, the Center will continue its efforts to fill that need. First of all, the Center will continue its efforts, begun in 1991, to establish a cross-disciplinary Graduate Minor in Conflict Management. The Center may provide core seminar courses and colloquia for this graduate minor while steering students toward associated courses available within the University. The need appears to be strongest in professional programs and for recent graduates working within both the private and public sectors.

The Center plans on exploring several options for the redesign of the Research Colloquium Series in order to make it more complementary to the graduate minor. Some of these options include re-doing the format to include presentations by scholars associated with the core curriculum of the graduate minor, or to include presentations specifically tied to the conflict management curriculum, or to bring in scholars and practitioners from outside the University who are associated with similar educational initiatives.

The Conflict and Change Center will continue to explore other diverse options that arise each year for the provision of education and training in conflict management. For example, the Center will be participating with the Hubert H. Humphrey Institute of Public Affairs, the Curtis L. Carlson School of Management, the World Wildlife Fund, and the Institute for Sustainable Development in Vermont on a five-year, \$11 million Environmental Training Program for Central Europe.

INSTITUTIONALIZATION

At several points throughout the past year, the Center has initiated productive discussions toward a further institutionalization of the Conflict and Change Center. Our goal for 1992 is to refine these options within the University, expanding on the support that has been already established in order to ensure the long term position and role of the Center within the University and greater academic community.

IV. ADMINISTRATION

FINANCIAL SUPPORT

The Conflict and Change Center programs and services are made possible through the financial support of:

- The Hewlett Foundation
- The University of Minnesota (Center for Urban and Regional Affairs, Hubert H. Humphrey Institute of Public Affairs, Graduate School, and College of Liberal Arts)
- local corporations
- The State of Minnesota

ADVISORY BOARD

The Advisory Board of the Conflict and Change Center consists of:

- Mario F. Bognanno, Professor, Industrial Relations Center
- Arthur L. Caplan, Director, Center for Biomedical Ethics
- Tom Fiutak, Associate Director, Conflict and Change Center
- Samuel Krislov, Professor, Department of Political Science
- Barbara J. Nelson, Associate Professor, Hubert H. Humphrey Institute of Public Affairs
- Steven Penrod, Director, Conflict and Change Center and Professor of Law
- G. Edward Schuh, Dean, Hubert H. Humphrey Institute of Public Affairs
- Thomas M. Scott, Director, Center for Urban and Regional Affairs, ex-officio
- Robert A. Stein, Dean, Law School
- John Taborn, Associate Professor, Department of Afro-American and African Studies

- Andrew Van de Ven, Professor, Department of Strategic Management and Organization
- Joyce A. Walker, Assistant Professor, Center for Youth Development and Research, Minnesota Extension Service

STAFF

In 1991, the staff of the Conflict and Change Center consisted of the following individuals:

- Juliet Borja, Secretary
- Michelle Drea, Secretary
- Dr. Tom Fiutak, Associate Director
- Julie Harrold, Research Assistant
- Brent Hartzell, Research Assistant
- Mark Mattern, Administrative Fellow
- Dr. Steven Penrod, Director
- Ebenezer Torkornoo, Research Assistant
- Madeline Williams, Research Assistant

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